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Sales Management

The Weekly Magazine for Marketing Executives

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J. Frank Grimes

President of the new Independent Druggists' Alliance of America

Independent Druggists Seek Lower
Costs Through New Drug Chain

—
The Private Brand—
Bombshell or Dud?



Sunday

Circulation Figures prove that the

BOSTON GLOBE is a "Home Paper"

Weekdays



IF you are interested in finding the "home paper" in the Boston Trading Area, *daily* circulation figures will tell you little . . . too many thousands of evening papers are bought downtown and carried out to suburban homes.

With two Boston papers selling space only on a morning and evening combination basis, no detailed town-by-town circulation comparison of Boston *daily* papers is either accurate or fair.

Sunday is the only day to tell which paper is favored in Boston homes, for on Sunday all papers are delivered (and credited on A. B. C. statements) to the community where the reader lives.

Further, such a comparison is fair to all, for the three Boston papers carrying the largest volume of advertising each publish a Sunday edition.

One loses 20% of its daily circulation in the 30-mile trading radius. Another loses 57%.

These papers cannot claim the distinction of

being "home papers," for on the day all reading is done at home they *lose* circulation . . . which *no* paper picks up.

The *Globe* has practically the same number of readers on Sunday as it has weekdays.

Here then is the established "home paper" of the Boston Trading Area, assuring the advertiser of an unhurried . . . relaxed . . . "easy-chair" audience *seven days a week!*

A woman's page established 36 years ago as the first woman's page in America . . . personal news of suburban communities . . . selected school and church news . . . more department-store advertising daily and Sunday than any other Boston papers—these are some of the features that make the *Globe* a "home paper" seven days a week.

The whole interesting story is told in the booklet, "Reaching Buying Power in the Boston Market." Write for your free copy.

For Users of Offset Papers

Some Offset Users . . . are troubled with transparency in the paper supplied on their jobs.

Other Offset Users . . . are disappointed that one side of their folders always shows up poorer than the other.

And Still Others . . . are discouraged that their printed results are dead and not as brilliant as they wished.

UNLESS you use a dull coated paper you will always be up against the first two difficulties, and in most cases, the third also.

Snow White Offset . . . is the only sheet of its kind on the market which eliminates these three common objections.

Coated with a dull finish, by a unique process which applies only the minimum amount of a special coating, it has achieved invariably a brilliant success.

Take advantage of this improvement in offset paper. Use Snow White Offset on your next difficult or fussy job.

THE MEAD SALES COMPANY, Inc.

CHICAGO

111 W. Washington Street

NEW YORK

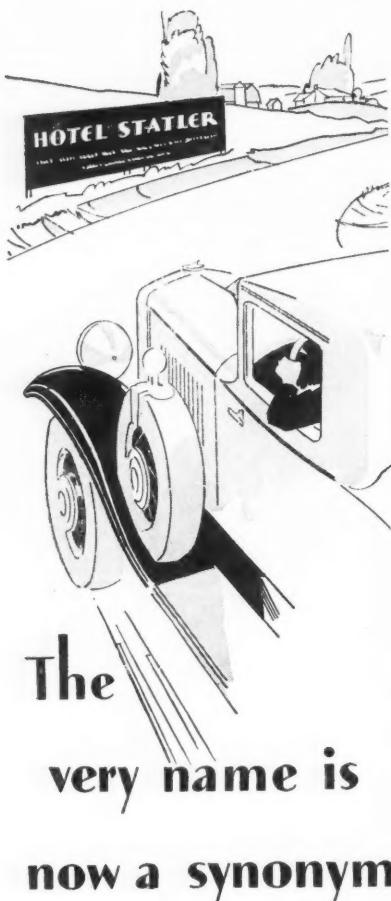
230 Park Avenue

DAYTON

Callahan Bank Building

THE MEAD CORPORATION, CHILlicothe, OHIO

Stocks carried in the principal cities



The
very name is
now a synonym
for Service

The assurance of making a Statler city by nightfall brightens the end of the day for the experienced traveler.

For he knows what awaits him at *every* Statler: fair, fixed rates posted in every room—radio reception, private bath, comfortable beds with inner-spring hair mattresses, bed-head lamps, circulating ice water, full-length mirrors, a morning paper under the door—excellent food—and the service of *trained*, courteous and helpful employees who have great pride in keeping “the very name Statler a synonym for Service.”

HOTELS STATLER

BOSTON DETROIT
BUFFALO ST. LOUIS
CLEVELAND NEW YORK
[Hotel Pennsylvania]

Survey of Surveys

BY WALTER MANN

General Newspaper Studies

Starting this week, we are going to ask our readers to glance with us for the next few issues over several newspaper studies—to leap nimbly from Pittsburgh, Pennsylvania, to Amarillo and Dallas, Texas. In subsequent weeks we will do the same for Springfield, Massachusetts, and Memphis, Tennessee, thence to Tulsa and Oklahoma City, and finally to Yakima, Washington, filling in with *Thumbnail Reviews* when necessary. For here is an accumulation of interesting studies and promotion material, mostly by newspapers, that should have been reviewed long ago. Only the physical limitations of the column have prevented their inclusion long before this.

Pittsburgh Newspaper Lineage

Simultaneously to the S. O. S. sanctum came two brochures and a booklet on Pittsburgh. The largest and most impressive of these was the seventy-six-page orange-covered eight and one-half inch by eleven inch compilation entitled “Advertising Lineage Measurements of All Pittsburgh Newspapers for 1929,” published by the Pittsburgh *Press*. With one or two minor exceptions the figures are direct from Media Records so that the question of authenticity (which so often comes up in connection with the use of lineage figures by newspapers) is wholly eliminated in this case. More newspapers are following this practice each year, to the great thanksgiving of the average space buyer, who wants to digest his own facts rather than take them predigested.

Detailed figures on each paper for twenty-one national advertising classifications are given, as are nine classes of automotive advertising, four classes of financial, thirty classes of local advertising, also national rotogravure, classified, etc., thus afford an almost complete Pittsburgh lineage picture. It is excellent statistical work, with apparently only one possible flaw. Since national rotogravure was listed, it seems regrettable that similar lineage appearing in the *Sun-Telegraph* enclosure of the *American Weekly* was not included, for it is extremely unlikely that an advertiser would use both *American Weekly* lineage and other *Sun-Telegraph* lineage (not even *roto*) in the same issue. Fortunately, readers are not left to discover this omission for themselves, for with their customary frankness, the *Press* has printed the notification of this omission prominently on the inside flyleaf, where it couldn’t be missed. The last few pages show what the *Press* describes as the “Concentrated Pittsburgh Area” market, and describe the generous merchandising and research service offered by the *Press*, in conjunction with an adequate campaign. It is a book well worth having in your files. Available from the Pittsburgh *Press* direct or from Scripps-Howard Newspapers, 230 Park Avenue, New York.

The Pittsburgh Press Radio Annual is another brochure deserving of comment. Handsomely done in pale green, lavender and black, it gives in great detail the radio lineage and other statistics indicating *Press* leadership in this highly important field. Also available direct from the Pittsburgh *Press* or from Scripps-Howard, New York.

Pittsburgh, America's Fifth Market?

Practical to the extreme is the Pittsburgh *Sun-Telegraph's* adaptation of the A. N. P. A. Standard Market Data Form. The cover of a sixteen-page eight and one-half inch by eleven inch booklet constitutes the trading area map which the A. N. P. A. Bureau of Standard Advertising Form stipulates should go on the first page; while the inside pages take up the required subjects much more graphically and in much greater detail than the standard form requires. Many impressive photographs help to illustrate the statistical data. All in all, it is an excellent piece of promotion on a high statistical level.

Under the heading, “What Is the Pittsburgh Market,” we find a detailed explanation of the various concentric areas surrounding the city, as follows: the corporate city area, the A. B. C. city area, the county area, the “metropolitan district,” the A. B. C. thirty-mile suburban trading area, the Chamber of Commerce suburban area, the “outer suburban area” and the “outlying jobbing area.” These are carefully described for the benefit of prospective Pittsburgh advertisers. Apparently the *Sun-Telegraph's* circulation is more widely spread than that of its competitors.

One statement upon which the booklet's title, “Pittsburgh, America's Fifth Market,” is based is open to considerable question, in my poor opinion. Pittsburgh's population is 694,245, but the Metropolitan District as defined by the United States Bureau of the Census has a population of 1,411,572. On this basis Pittsburgh is the “Fifth Metropolitan City of the Country.” According to Government figures, Pittsburgh proper is the tenth city, with 669,631 population.

While the “Fifth City” claim might be true, it should never have been stated without attendant Government figures on the metropolitan areas surrounding Los Angeles (city proper population 1,231,730), Cleveland (901,402), St. Louis (822,032), Baltimore (801,741), and Boston (783,451), (all of which show actual “city proper” populations of more than Pittsburgh).

Outside of this one question, however, the booklet offers much valuable information and should have a prominent place in the Pittsburgh data for any space buyer. Available direct from the publisher or from the New York office of Paul Block, 247 Park Avenue.

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August 9, 1930
Published Every
Saturday . . .

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760



ONE of the best articles which SALES MANAGEMENT has presented on the subject of dealer helps appears in this issue on page 198. It tells why 95 per cent of Kuppenheimer's dealers use the material the company offers—and why they gladly pay for the privilege of doing so.

* * *

WHEN the sales force seems to go dead on its feet, what then? Seven practical plans for stimulating salesmen who have hit a slump are outlined in an article which will appear in an early issue. The plans are applicable to a wide variety of businesses.

* * *

THE next article by James True on small businesses that have made good in the face of big competition will be printed in next week's SALES MANAGEMENT.

RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

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Was Part of This \$53,000,000 Yours?

JACKSONVILLE's June was typical of the activity of Florida's first city, in bank clearings. More than a million and a half a day; more than two and a half times as much as Florida's next three cities combined. When considering markets consider Jacksonville as stabilized—with a similarly stabilized 7-day morning newspaper for reaching the market!



The Florida Times-Union JACKSONVILLE FLORIDA

FIVE YEARS of LEADERSHIP

Over All New York Evening Newspapers

EVERY month, without exception, for the past five years The Sun has led all New York evening newspapers in volume of advertising. Each year in the past five years The Sun has increased its margin of leadership over the second evening newspaper.

During the first six months of 1930 The Sun published 8,476,027 lines of advertising. This is 1,731,282 lines more than the volume published by the second New York evening newspaper.

The Sun's leadership in advertising and its superiority in productiveness rest on its large circulation among people who constitute the advertiser's best audience. Its circulation is concentrated among people of culture and means. It is read in more of the better-class homes of New York than any other weekday newspaper—read by those New Yorkers whose standards of living are above the average. It attracts people who are attracted to quality merchandise because it is itself a quality product.

Behind The Sun's continued leadership in advertising, behind the high character of its large circulation, is The Sun itself—a clean, interesting newspaper edited for all members of the family.



The Newspaper of Distinction in its Readers, its News and its Advertising

FIVE YEARS OF LEADERSHIP

Year Ended June 30	The Sun's Record Agate Lines	The Sun's Lead Over Second Evening Newspaper Agate Lines
1926.....	16,095,514.....	1,064,676
1927.....	16,308,659.....	1,979,062
1928.....	16,519,770.....	2,818,596
1929.....	17,533,968.....	3,184,923
1930.....	17,160,065.....	3,214,215

Significant News

• • • Commodity prices gave some signs this week of upward fluctuations, after reaching the low of the year last week, as shown by the Irving Fisher index number, which fell to 82.9—2.9 from the level which SALES MANAGEMENT has predicted is not likely to be broken through in the present decline.

• • • The rally in grain prices, ascribed to drought, may prove to be significant. Buying of rails by the railroads is a favorable factor. So is the resumption of automobile production activities after the summer recess. There is reason to expect, however, some softening in prices of standard brands which have not hitherto yielded to the influence of lower commodity prices.

• • • The outcry against dumping Russian manganese in this country does not excite steel producers here, according to current report. The steel men say that they can get all the manganese they want from India which has more than it needs and produced 900,000 tons last year against an output in this country of one-eighteenth as much.

• • • Free publicity on demand of advertisers, an old affliction of weak newspapers, was taken notice of this week by the Post Office Department in a statement reminding publishers of the law which, strictly interpreted, makes both advertisers and publishers in such cases guilty of conspiracy against the government.

• • • July failures were less in number and in amount of liabilities than in most previous months of this year, according to Bradstreet's, but more numerous than in any preceding July. Compared with July, 1929, liabilities were less.

• • • Instalment payment financing seems to be standing the strain of depression with notable success, judging by the six months report of the Commercial Investment Trust which had net earnings for the first six months of 1930 that are 17 per cent more than in the same period of 1929.

• • • J. C. Penney, said to be one of the least vulnerable of the chains, lost nearly 9 per cent of net earnings for the first half of this year, compared with the same period in 1929. Safeway, spread and prosperous, made only about half as much from January 1 to June 30 as in the first half of last year, while American Stores was down 11.6 per cent. Low commodity prices hit the chains too.

• • • Montgomery Ward sales in July were 5.75 per cent less than in July, 1929. The president says this was because last year sales were expanded by the plan, since abandoned, of prepaying freight and postal charges. That may account for Sears, Roebuck losses also.

• • • United Aircraft & Transport reports net earnings for the first half of the year slightly less than half of those reported for the same months in 1929—evidence that new industries feel the burden of the bad times as much as old ones.

• • • Maytag's net earnings in the first six months sank from \$3,236,121 in 1929 to \$1,382,927 in 1930—a sign that washing machines are not yet in the class of necessities, or else longer lived in times of stress.

• • • Standard Brands reports net earnings for the second quarter of \$4,211,692 compared with \$3,496,226 for the preceding quarter. Wheatsworth earned \$184,205 in the first six months compared with \$171,829 in the corresponding half year, and Federal Bakeshops \$115,377 compared with \$104,971—further evidence that the food industry is doing exceptionally well.

• • • Current business depression is mostly psychological according to R. W. Woodruff, president of Coca Cola as well as of White Motor. Coca Cola made more money than ever in the first half of this year and White Motor in the same period earned a nice margin over dividend requirements.

• • • The 16,000 union employees of the leading hosiery plants have just accepted a 20 per cent cut in their piece-work pay to give the plants a chance to compete with non-union labor plants. The one-year agreement provides for arbitration and employment insurance.

• • • A suit for infringement started by General Talking Pictures against RCA Photophone is believed to presage a patent pool negotiation involving these companies as well as General Electric's talking-motion picture subsidiary, Electric Research Products.

• • • Large gold exports effected and in prospect are regarded by American bankers as a promising step toward recovery from world-wide depression.

• • • Travel is one form of expenditure that seems to feel no pinch of hard times. Visitors to the national parks, especially by car, are more numerous this summer than ever, and steamships carried 40,000 tourists to Europe last May, the banner month.

• • • A book about books, written for the Carnegie Corporation, was published last week in which the author, R. L. Duffus, tells us that the average American buys only two books a year and might buy more if books were more widely distributed at lower prices. Simultaneously with the appearance of this book a publisher advertised books by well-known authors at fifty cents.

• • • J. C. Penney, chairman of the company of that name, is to talk over the air on August 9 about the chain store, presumably in answer to the anti-chain store agitation.

• • • Fewer retail grocers failed during the last twelve months than fail in normal times, according to a statement made at the convention this week of the New York State Association of Retail Grocers. This rather surprising announcement should set at rest the belief that the chain stores are driving the independents out of business.

The Private Brand— Bombshell or Dud?

Because the subject of private brands is uppermost in the minds of so many sales executives at the present time, Sales Management is starting, with this article, a series of discussions of various phases of private brand development. Since the articles we will print are to be designed to promote thought and discussion rather than to "prove" partisan viewpoints, executive readers are invited to contribute their opinions and experiences on an "open forum" basis.

BY JAMES TRUE

THE increase in the number and volume of privately labeled products, which was looked upon as relatively inconsequential when it began about two years ago, is now considered a real menace

by a number of leading manufacturers. Although the advent of private brands appears to be most significant in the food field, an investigation begun by members of the staff of SALES MANAGEMENT already in-

In what measure is the private brand movement the result of un-economic sales policies on the part of standard brand manufacturers? Will some of the private brands pictured below ultimately replace brands whose names are now household words?



dicates that several other important industries are involved and may be permanently affected by a further growth of so-called private brands.

The movement appears to concern national advertising seriously, and perhaps has a bearing on the prosperity of general business. Although the present volume of private brands can be only guessed at, there is little doubt that it is very large and promises to increase rapidly if something is not done to offset its continued growth. One large grocery chain store system reports that it is now keeping eighty factories running night and day on goods under its own brands, and the largest of the voluntary chains announces that it will soon put out a wide range of products under its own label. Several other prominent organizations in both the chain and independent fields are reported to be adopting or experimenting with their own brands, and the large retail systems that are confining their merchandising exclusively to standard and advertised products appear to be few in number.

It is probable that local advertising is responsible for moving a part of the volume of privately branded goods; but the indications are convincing that by far the greater part of the volume represents outright substitution for standard brands. It has been reported that many of the stores are making the most of the false argument that their lower prices on their own goods represent a saving to



Are private brands aggravating the present condition of overproduction?

- Q Do national advertisers recognize the importance of the private brand challenge?
- Q Is the private brand rage attributable in large measure to economic weaknesses in the selling policies of national brand promoters?
- Q Does the reluctance of some national advertisers to reduce prices in the face of falling markets in raw materials have an important bearing on the private brand situation?
- Q Are some of the present private brand lines destined ultimately to replace some of the present national brands?
- Q In what measure is chain price-cutting responsible for private brand enterprises?
- Q How does the present private brand situation differ from the vogue for private brands which was current some years ago?
- Q Just how important is the factor of mutuality which is now part of so many retail and wholesale enterprises, in the private brand movement?
- Q These are a few of the angles of the subject which will be touched upon in the articles to be printed in this series.

the public of the enormous amounts of money spent in advertising the brands called for.

Recently an official of an organization in the food field said that one of its most peculiar aspects is the complacent attitude of the majority of publishers and manufacturers. He explained that a number of national advertisers with whom he has discussed the subject are charging their decrease in sales to general business conditions, while the fact that no previous depression has ever seriously affected the consumption of manufactured foods proves that the decrease is due to the forcing of private brands by distributors.

"The fact is," he added, "that the amazing increase of privately branded specialties has placed national advertising in certain regards on the defensive. Soon the entire system of merchandising with the power of national advertising may be on trial

for its life in practically every field, and it will have to prove that it can hold the business it has created."

Several economists and business analysts with whom the subject was briefly discussed were more concerned with the effect of the private brand movement on general business. They agreed that it is unquestionably increasing the capacity for overproduction in several important industries, with a strong tendency in the same direction in others. They pointed out that practically all industries have been overproducing since the World War, that overproduction is one of the principal causes of the present depression, and that anything which contributes further to it will intensify and prolong the period of dull business.

In financial circles, bankers in industrial centers are found to be deeply concerned regarding the probable duration of the movement. Manu-

facturers who are well established as private brand specialists are asking and making loans for the purpose of financing their rapid expansion. New companies are being formed to specialize in the field, and farsighted bankers, realizing that every piece of equipment and all the machines bought by the companies largely duplicate existing capacity for overproduction, are wondering about the final outcome and are lending cautiously.

Something of the same attitude has been expressed by several conservative special-brand manufacturers. While running their factories at day and night capacity, they are trying to determine the probable duration of the demand before expanding, and, like all others affected by the movement, they are asking for facts and figures and accurate forecasts on which to base their plans for the future.

(Continued on page 216)



Kuppenheimer offers a wide assortment of mailing pieces. "Good Appearance" is a sixteen-page booklet with cover and illustrations in four colors.



KUPPENHEIMER dealers are ordering fully 60 per cent more dealer helps for fall, 1930, than they took during the corresponding period of last year, according to George S. Stroud, advertising manager of B. Kuppenheimer & Company, Inc., clothing manufacturer of Chicago, and thereby setting a new record.

They are doing this for two principal reasons: because the Kuppenheimer company has provided a series of dealer helps that are unusual and because it is selling them to dealers in an unusual way.

The helps themselves are distinctive

in style and variety, and the method of selling them is unusual in that the manufacturer's salesmen are especially equipped to present them personally to dealers and are expected to do so quite as consistently and as thoroughly as they show their line of merchandise.

While all the helps are of uniformly high quality, the most unusual feature of their style is the consideration given the dealer's interests in every particular. They are distinctly dealer

Kuppenheimer Selling More

Ninety-five per cent of Kuppenheimer's dealers use their dealer helps, and these same dealers are now ordering 60 per cent more dealer helps for use this fall than they ordered last year. Why this manufacturer is so successful in getting dealers to "hook on" to this sales promotion is explained in this article.

helps and not primarily manufacturer's helps. In other words, it is not their sole function to advertise Kuppenheimer clothes; they are designed to be genuinely helpful to the dealer who sells Kuppenheimer clothes and other goods in every phase of his business.

Such dealers usually sell men's furnishings as well as clothing, for example. Kuppenheimer does not make or distribute men's furnishings, yet about 40 per cent of the largest mailing piece in the series of dealer helps for fall, 1930, is devoted to furnishings. A special Christmas booklet which this clothing manufacturer provides for dealers makes no mention of clothing other than tuxedos and little space is given them.

Then too, all advertising copy furnished, both newspaper and direct-mail, is distinctly dealer copy. His store and his merchandise are featured. Emphasis is on the high quality, expert tailoring and authentic style of the clothing he sells, rather than on that of the clothing the Kuppenheimer company manufactures. Of course there is a tie-up with the manufacturer's reputation and national advertising, but this is frequently limited to just a single short phrase, such as, "handcrafted by Kuppenheimer," or, "quality by Kuppenheimer." If it is considered desirable to mention the fact in some pieces that the fabrics and patterns are controlled by Kuppenheimer, that is done, but it is done in such a way that it enhances the dealer's prestige, rather than detracts from it. In no way is the impression conveyed that the dealer is merely the retail outlet

Sells More Clothing by Dealer Helps

BY D. G. BAIRD

for the manufacturer. The dealer's interests are paramount.

Every one of the thirty-five different helps which constitute the current series is devoted exclusively to one specific object. There is an institutional tone in all the merchandise pieces, but in none is any attempt made to sell the entire line or a variety of models at different prices.

The Kuppenheimer company produces an extensive line of clothing, but the emphasis in all advertising and selling is placed on just a few "Famous Features" and each of these is treated separately. These features are controlled fabrics, each of which is named and is offered in a variety of patterns at a uniform price. Treating each feature separately enables the dealer to classify his list of customers and prospects and to make the most effective appeal to each class.

The series of helps is also unusually comprehensive; in fact, it is intended to serve as a coordination of retail store activities and, therefore, it embraces advertising, selling, window display, accounting, stock keeping, office equipment and supplies.

There is a newspaper service of pretty much the usual kind although, as already stated, the copy is dealer

copy rather than manufacturer's. Dealers are furnished portfolios and they order the mats and electros they wish to use.

There is a wide assortment of mailing pieces. One, entitled "Good Appearance," is a handsome booklet with cover and illustrations in four colors. Then there is a series of swatch folders on suits and another on overcoats; a separate folder for each of six suit fabrics and four overcoat fabrics, plus a special folder on one of the overcoat fabrics. Still another folder is on dress clothes. A variety of monthly inserts is also provided, as is an assortment of colored Government postal cards and a "Style-O-Gram" postal card for the retail salesman's personal correspondence with customers.

Not content with providing such a comprehensive series of mailing pieces, the manufacturer goes further and groups them in four different campaigns to meet the needs of as many different classes of dealers. There is nothing arbitrary about this, however, the grouping being merely suggestive and to show dealers what a suitable campaign costs.

Outdoor posters, bearing the dealer's imprint, are furnished free to dealers who will use them.

An interesting and valuable little booklet, entitled, "Here's How!" and treating of the proper care of clothes, is provided for dealers to slip into the vest pocket of every suit they sell.

The manufacturer offers a window display service and provides display material such as window cards and frames, display frames and signs of several kinds.

Even book matches bearing the dealer's imprint are provided.

One of the most unusual of all the dealer helps, though, particularly in view of the high-class clientele to which Kuppenheimer dealers cater, is a "Retail Extension Portfolio"; in other words, a portfolio for dealers' salesmen to use in outside selling.

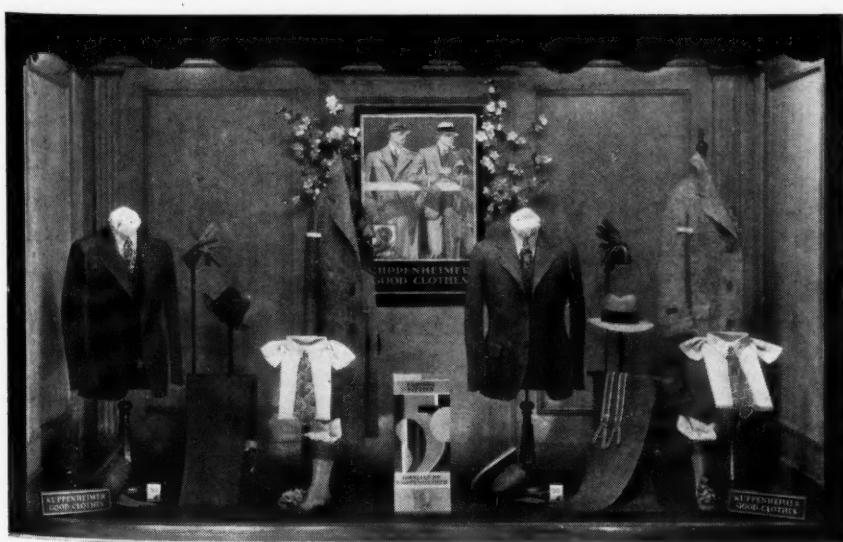
"No longer can your competition be measured only by the number of clothing stores there are in your community," the Kuppenheimer company tells dealers. "Automobile salesmen, radio dealers, distributors of a hundred and one other commodities and necessities are getting a constantly increasing share of the consumer's dollar. They are using every possible means to promote sales of their wares. Personal solicitation is a particularly big factor in their promotion programs. You can adopt this same method. You can send your own salesmen into prospect's homes and offices, equipping them with Retail Extension Portfolios, thus supplying everything they need to go out and get new business."

The portfolio includes a style book in which all Kuppenheimer models are pictured and described, swatches, stock record chart, tape measure, order blanks, and everything else needed; all in a convenient, embossed leather case.

The manufacturer recommends that each dealer salesman spend one morning each week working outside the store.

Other helps include dealer stationery, mailing equipment, a coordination chart, stock record, accounting system, and some imprinted supplies such as clothing boxes and utility bags.

The office records and coordination chart make provision for furnishings, hats and shoes, as well as clothing.



Kuppenheimer has a window display service and provides display material such as window cards and frames, display frames and signs of several kinds.

The chart is a particularly helpful feature, as it covers all phases of the merchant's activities and enables him to plan his store promotion, merchandising and advertising several weeks or months in advance. Its chief purpose is to overcome the all too prevalent practice of planning merely from day to day. The Kuppenheimer company stresses the necessity of systematic operation and coordination of all retail activities and to this end, it furnishes the coordination chart to dealers free.

In addition to these regular helps, the manufacturer prepares many special pieces for individual dealers; particularly newspaper advertisements and direct-mail.

The purpose, as Mr. Stroud explained it, has been to provide a complete service of the highest type and to furnish it to Kuppenheimer dealers at less cost than they would have to pay for a syndicated service of lower standard.

All except a few inexpensive items, the newspaper advertising service and a few which it is customary for manufacturers of trade-name goods to furnish are sold, however, and the method of selling them is quite as unusual as the helps themselves.

All Kuppenheimer salesmen are expected to sell dealer helps quite as

assiduously as they sell clothing. For their convenience and guidance, and perhaps to impress dealers, they are furnished a complete kit of such helps in a special carrying case.

Each of the thirty-five different helps is pasted in a special cardboard folder about the same size as, and very similar to, folders used in standard letter files. Covers are black, imprinted with, "1930 Kuppenheimer Dealer Helps" in orange, yellow and black. There is a tab on each folder on which is printed the name and number of the help it contains.

Printed on the inside front of the folder, facing the sample help, is some comment on the piece, a list of numbered directions for getting the best results with it and coordinated activities, and prices.

Prices of mailing pieces range from \$18 to \$50 a thousand.

The thirty-five folders sit upright in the carrying case which, when closed, resembles a portable typewriter; when open, a small letter file. Pasted in the lid is an index of the helps.

Kuppenheimer salesmen carry "a trunk line" and do most of their selling in hotel sample rooms. There is a special place in one of the trunks for the kit of helps, or if the sales-

(Continued on page 217)

tion in foreign lands, with full pay and commissions for your husband while he is away.

"Many of us dream of trips like this, and here is a real chance to make a trip to Europe a reality."

For a month previous to the formal opening of the contest we collected all types of literature and pictures pertaining to foreign travel from advertisements in current magazines. In fact, anything that might serve as a stimulant to aspiring salesmen and their wives has been reproduced in the form of stickers, bulletin covers, etc.

Thus far we have not missed a day in writing the men, outlining the delights of foreign travel and encouraging them in every possible way to put forth their best efforts.

Our next step was to determine a quota figure that would be absolutely fair to all of the eligible contestants. With the exception of one man, all of our territories are still in the hands of the men who covered them last year and so we wrote the men on July 17:

Perfectly Fair to All

"We offer a trip to Europe to the man in our sales organization who shows the greatest percentage of increase in his territory from Monday, July 21, to Saturday, December 6, 1930—a period of twenty weeks in all. The figures that we are going to give you shortly are the figures you will be working against and cover a period of seventeen weeks in all. On account of our closing dates being a little different this year we could not give you the exact dates, but all will be perfectly fair, due to the fact that we have taken the same period for each man for the figures given."

This arrangement gives the men with less productive territory the same opportunity as those in more fertile sections.

To all salesmen's letters written from the home office, regardless of contents, we add postscripts such as:

"Break the bank at Monte Carlo"

"Join Curtiss and see the world"

In fact, there is not a piece of material of any kind received by the salesmen that does not tend to make them "Europe-conscious." We offer suggestions as to how to get business outside of the regular routine. Booklets, pamphlets, and illustrated folders describing trans-Atlantic steamers and European cities, are all helping to keep the salesmen's stimulus at a red-hot peak. Stickers of ships in colors and of places of interest in Europe are used as seals on all envelopes leaving the office. In fact, nothing is being overlooked.

(Continued on page 215)

Trip-to-Europe Prize Spurs Salesmen in Curtiss Contest

As told to L. M. Cole

BY E. V. ZEDDIES

General Sales Manager, Curtiss Candy Company, Chicago

TWO weeks ago the wife of one of our state managers began covering his territory with him.

She is a former school-teacher and spends her time, while he is calling on the trade, by arranging meetings and delivering talks about the merits of the fifteen Curtiss candy and confectionery products for growing children. Already the influence of her activities is apparent in her husband's sales records.

This may sound like an unusual thing for a salesman's wife to do, but the reasons for it, we believe, are still more unusual. On July 21 we launched a sales contest among our seventy-five state representatives which will culminate next winter, December 6, in a trip to Europe at the company's expense for the winning salesman and his wife. Naturally the wives of these seventy-five men are

just as eager to take the trip as their husbands and we have spared no pains to stimulate this eagerness, either.

At the start of the contest, just after the plan itself had been announced to the men, one of the first things we did was to send a personal letter to every wife, signed by Otto Schnering, president of the company, urging her to bend every effort to insure her husband's success. Following is the letter:

"Both you and your husband are now entered in the greatest contest that was ever inaugurated by any organization.

"The winner of this contest will be rewarded by a trip to Europe, both for himself and his wife, visiting England, Germany, Holland, Belgium, Switzerland, France and Italy.

"Think what a wonderful opportunity this is! An eight weeks' vaca-

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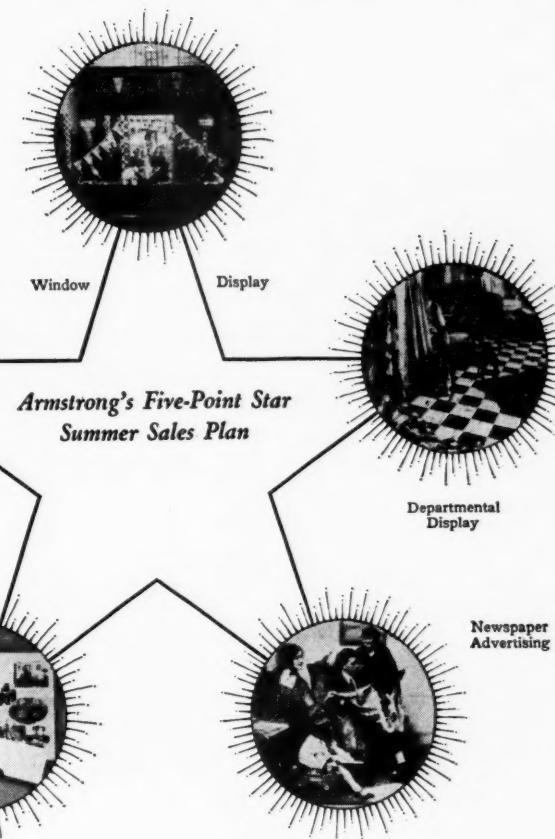
Armstrong Gives Dealers "Five Star Plan" to Counter Summer Slump

A "FIVE POINT Star" sales plan, recently announced by the Armstrong Cork Company, is remarkable for two reasons. It offers the company's 25,000 dealers and prospects an interesting and obviously effective selling plan for overcoming the traditionally dull business of the summer months, and it also serves as an educational campaign that promises to induce many retailers to adopt better selling and advertising methods.

The entire plan has been carefully worked out on the basis that there is profitable business to be had in summer, if a thoroughly sound program is scrupulously followed by the retailer. This is explained to all dealers on the company's list by means of direct mail material, and when dealers indicate their interest by signing and returning an enclosed postcard, the plan is put in operation for them through co-operation with the salesmen of wholesale distributors.

In the promotional material a large star is featured to illustrate "Armstrong's Five-Point Star Summer Sales Plan," and the points carry halftones to emphasize the five necessary factors of the plan—window display, departmental display, newspaper advertising, direct mail advertising and personal follow-up.

To stimulate interest in the window display and to assist dealers, the company furnishes, as a part of its Star Plan Kit for dealers, a circus window trim. It is built around a central poster and shows circus animals and clowns taken from linoleum lithographs. The promotional material suggests that this trim be used



with a background of rolls of linoleum, and that often it can be timed with the arrival of a circus, thereby gaining additional interest from the tie-up.

As an incentive to use the window trim properly, prizes of \$10 are announced, to be awarded to retailers for the best photographs of windows in which the trim is used, sent in before September first. The deciding test of the prize photographs is their reproduction in "Linoleum Logic," the company's dealer magazine.

The second point—departmental display—is also encouraged with material which forms a part of the dealer's kit. Twelve large stars are furnished for the purpose of calling attention to as many selections of linoleum patterns displayed prominently in the store department. It is recommended that the dealer make the selections that are most attractive to his trade, group the ensemble displays of linoleum around a central focal point, showing the twelve star patterns by placing the rolls of linoleum on small platforms, and

with appropriate drapery materials displayed with the rolls to show how the rich tones of the linoleum designs blend with the colors of the fabrics. Also, it is suggested that appropriate furniture be grouped attractively around the focal point of the display.

As an additional attention - getter a large cut-out is furnished with the kit. This is placed near the door of the store with a card requesting customers to drop into the linoleum department to inspect the special display. Or, as some dealers prefer, it may be placed in or near the department.

As the third point of the plan a complete campaign of newspaper advertisements is furnished. In the copy the five-point star is featured to fix in the minds of readers the five points of superiority of Armstrong's linoleum. The illustrations tie up with all of the display material, the advertisements are sent to dealers in the form of proof sheets and mats or electros are furnished without charge.

For direct mail advertising, the fourth point, each retailer is advised to collect a list of at least fifty Star prospects, including people who are building or remodeling houses, newly married couples, architects, owners of new stores and other buildings, professional men whose offices are in need of floor coverings and anyone else who may be in the market for linoleum.

The first mailing in the direct campaign is an illustrated letter of four pages to be mailed to newly married couples and other residential prospects. On the first page is a strong sales letter signed by the dealer, and

(Continued on page 218)

Five Sales Problems We Licked with Industrial Advertising

FOR the Yarnall-Waring Company, industrial specialty manufacturers, a campaign based largely on business paper advertising and direct mail has accomplished five results, each definitely tangible and statistically computable.

1. Although the company does less than \$1,000,000 worth of business and must sell one or more prospects in as many as 30,000 power plants, the company name is known not only to nine out of ten of these prospects when the salesman calls, but serves in part to establish a welcome.

2. Advertising saves effective producing time of the seven salesmen whose total calling cost was 18.9 per cent of the total volume last year. Figured in terms of total sales and number of calls made in a year, the cost of sales calls was \$7 each.

3. For no more than \$3 a year per prospective customer, advertising has told the company's story to practically every industrial plant buyer—both prospects and customers. For this \$3 expenditure advertising has informed them of the merits of the company's products so that the salesmen do not need to preface their interviews with an educational job, but can start talking about any of the products as they directly concern a prospect's present or future needs. In nine out of ten calls the meeting between prospect and salesman runs something like this:

Salesman: "I'm from Yarnall-Waring, Mr. Prospect."

Mr. Prospect: "Oh, yes, I know your company. What's new in your line?"

4. The advertising has built up a cumulative effectiveness. With but one additional salesman since 1922, the sales force does two and nine-thirteenths more business yearly now than in 1922.

5. Advertising has combined with mass production advantages to increase the company's percentage of net profit notably on the volume done.

Such results from advertising are noteworthy. To understand

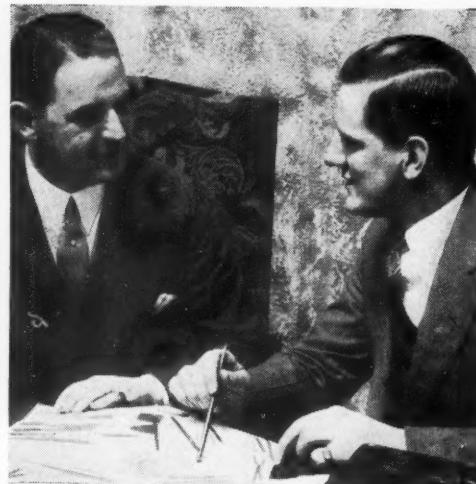


Photo by H. Armstrong Roberts

Because our industrial advertising has told prospects who we are, our salesmen almost always find a welcome rather than a cold shou'der.

BY B. G. WARING

Yarnall-Waring Company, Philadelphia, Pennsylvania

Industrial advertising, well merchandised, has enabled this specialty manufacturer to more than double the productivity of each salesman. It has done an effective job of paving the way for salesmen and at a cost of only \$3 a year per prospect, has told the firm's story to practically every industrial plant buyer in the market. More important than all else, it has been a major factor in an increase in net profits.

better how successful this advertising program has been and how it applies to the Yarnall-Waring Company's problem, an outline of the marketing conditions faced by the company follows:

The company's leading product, first introduced in 1908, is a seatless blow-off valve, used for severe service in blowing the scale and dirt out of boilers. It costs two or three times as much as the ordinary valve and is radical in that it has no ordinary seat—a plunger substitutes and shuts off the flow. The product lasts about fifteen years on the average.

Through nine sales offices, in New York, Boston, Pittsburgh, Atlanta, Kansas City, Cleveland, Detroit, Chicago and Philadelphia, contact is made with power plants whose boiler horsepower requirements are over 500. These prospects are culled from as many as 30,000 public utility and industrial power plants. From weekly reports of nine salesmen who travel by car, an up-to-date prospect list is kept. Literature on new products and some reprints of business paper advertisements are mailed this list regularly.

The product is sold direct by salesmen paid on a salary, traveling expense, volume and profit bonus basis. The salesman, in addition to his salary, is paid a percentage of all he saves under an overall selling expense of 20 per cent. He is also paid a profit bonus. This is figured by deducting from the gross profit on his sales, his expenses, his pro rata share of advertising costs on products sold, and his share of the selling administrative expense. The remaining amount is net profit to the company and the salesman gets a share of this.

Salesmen, aside from the stimulus of the bonus, are encouraged through periodic mailings of industrial publication advertising reprints and a monthly standing of salesmen's quotas. Also, bulletins on larger orders received help to show how well the salesman's colleagues are performing.

(Continued on page 218)

Your Important N. E. Ohio Jobbers Have This To Say To You—



WE cannot arouse any enthusiasm on the part of our dealers by telling them that the product which we are trying to get them to stock is to be advertised in a newspaper of another city."—F. T. Dannemiller, General Manager Dannemiller Grocery Co., Canton, Ohio.

"We have found that we can induce dealers to stock products which we distribute with least resistance when we can promise them that the merchandise will be backed up with an advertising campaign to appear in our local newspapers."—Hesket H. Kuhn, General Manager Hardware & Supply Co., Akron, Ohio.

"When we tell our dealers that the papers of Cleveland or Akron are to carry the advertising we are almost always met with a fishy stare and that old bromide—'What's that to me?'"—S. Rifkin, President Rifkin Tobacco Company, Youngstown, Ohio.

"We are very hesitant about taking on new products unless supported by advertising in our local papers."—Frank Bissman, President Bissman Co., Mansfield, Ohio.

"Warren merchants offer resistance when approached to stock merchandise on promise of Cleveland newspaper campaigns. They know that this advertising will not be read by their customers."—C. E. DeVoe, President DeVoe Grocery Company, Warren, Ohio.

"It is absolute folly for any manufacturer to assume that he can create a demand for his product in Ashtabula thru the advertising columns of Cleveland newspapers."—E. D. Richards, President Richards Bros. Co., Ashtabula, Ohio.

ONLY in the TRUE Cleveland Market is Cleveland newspaper advertising profitable. Only within 35 miles of downtown Cleveland do people live who read Cleveland advertising and buy in Cleveland stores. To get wholesale distribution, to get retailers to stock your product, to get consumers in the other markets of North-Eastern Ohio you must advertise in the newspapers of these markets. To sell in Cleveland and the small, compact, rich TRUE Cleveland Market —The Press is Your First Advertising Buy!

Complete information appears in "The Rich Markets of North-Eastern Ohio." A copy on request.

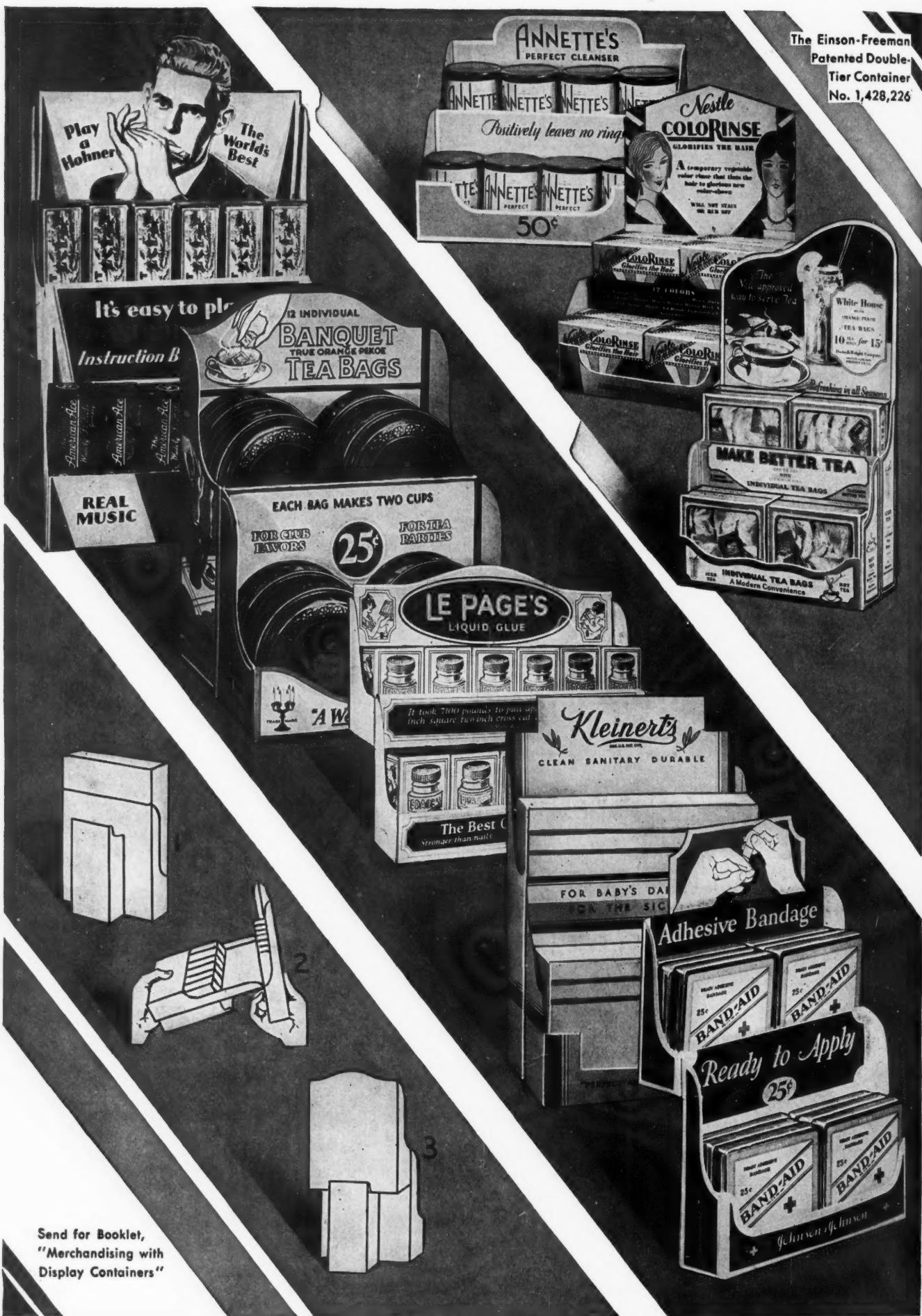
The Cleveland Press

A Scripps · Howard Newspaper



NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.



Send for Booklet,
"Merchandising with
Display Containers"

EINSON-FREEMAN CO., Inc., LITHOGRAPHERS, 511 E. 72nd ST., NEW YORK CITY

... EINSON-FREEMAN double-tier container patent again sustained by U.S. district court

In an Interlocutory Decree dated June 12th, 1930, EINSON-FREEMAN CO. Incorporated, plaintiff, vs. Frank A. Bohnig, defendant, as infringers of the double-tier patent in suit, it has been ORDERED, ADJUDGED AND DECREED:

THIS decision fully protects the basic rights of the EINSON-FREEMAN CO. Inc., on the double-tier container. It is definite protection to those of our clients who recognize the distinctive sales producing value of this device. Among our many customers who have adopted the double-tier container for their products are the leaders in some of the most important industries of America.

The distinctive features of this device are:

It ships compactly; it sets up instantly; it takes but a third of the usual counter space; it shows two tiers of products; it has thrice the advertising space; it receives attention quicker; it gets up, stays up and sells.

(Our basic patent is No. 1,428,226, dated September 5, 1922. All infringers thereof will be vigorously prosecuted).

1. That Letters Patent of the U. S. upon double-tier display devices No. 1,428,226 dated September 5, 1922, being the Letters Patent in suit, are good and valid in law.
2. That the plaintiff, EINSON-FREEMAN CO. Inc., is the sole and exclusive owner of the entire right, title and interest in the said Letters Patent.
3. That the defendant has infringed on claims 1, 2 and 3 of said Letters Patent and has violated the exclusive rights of the plaintiff thereunder by selling, using or causing to be sold or used display devices embodying and containing the invention of said Letters Patent.
4. That a Writ of Injunction of the Court directed to the defendant, perpetually enjoining and restraining the defendant, his associates, attorneys, clerks, servants, agents, workmen, employees and confederates from directly or indirectly making, using, selling or causing to be manufactured or sold or threatening to manufacture, use or sell display devices of the type heretofore manufactured, sold or used by the defendant described and known as plaintiff's exhibit No. 1,428,226, embodying the invention of claims 1, 2 and 3 of said Letters Patent, and from any wise infringing said Letters Patent, or contributing by others or conspiring to so infringe said Letters Patent in any way whatsoever.
5. That the plaintiff shall have judgment and execution against the said defendant.

Specializing
in window and
store display
advertising

EINSON-FREEMAN CO., INC.
LITHOGRAPHERS
511 EAST 72ND ST., NEW YORK CITY

What Is a Sound Expansion Policy?

No. 5. By-product and synthetic-product development.*

BY JOHN ALLEN MURPHY

IN some important respects by-product expansion has become one of the most disturbing elements in business. Mining, natural chemistry and the so-called natural industries have been particularly affected in this way. These lines are in competition with practically all business; numerous concerns in almost all fields are rescuing by-products from their main business. These by-products are sold competitively against the principal product of other concerns. Since these rescued products until recently may have been thrown away, anything that is received from them may be considered pure gain. Hence price is no object in selling them. In marketing them, the cost of production, overhead and other charges do not have to be taken into consideration. This is most difficult competition for the organization whose regular business is on the same or on a similar product.

We have already seen that the ashes gatherer and the buckwheat miller is in competition with the fertilizer industry. Likewise, the corn-stalk stack is competing with the paper pulp mill. Similarly the copper mines compete with other mined products. Copper, if it is a complex ore, may yield in invariable quantities the following in addition to copper: zinc, lead, iron, sulphur, silver and perhaps a small amount of gold. That partly explains the present plight of silver. The overproduction of silver is not altogether due to the excessive working of silver mines. The fact that silver is a by-product of other mining efforts is a larger factor in the recent overproduction of this metal. Only one-quarter of the world's annual supply of silver comes from silver mines. The rest is a by-product.

*The conclusion to an article in the August 2 issue.



International Newsreel Photo.

Pierre S. du Pont, chairman of the board of E. I. du Pont de Nemours & Company. Du Pont is one of the world's most ramified businesses. It is built principally on by-product activity. Operations are confined mainly to seven basic raw materials.

While by-products can be sold cheap and for that reason they often depress the markets in which they figure, at the same time they sometimes become important revenue producers for the company that turns them out. For instance, the Tennessee Copper & Chemical Company, in smelting copper had to dispose of the sulphur fumes that resulted from the process. I believe there is a state law compelling a smelter to keep sulphur fumes from becoming a public nuisance. In any event, the company turned those fumes into a neat asset. They are converted into sulphuric acid. Unbelievably large quantities of sulphuric



Henry Ford is as great a wizard in developing by-products as he is in making cars. He turns everything from garbage to waste paper into useful products.

acid are thus converted. In fact sulphuric acid is now one of the company's main products. It is one of the world's leading producers of this material.

Fluorine, a gas that is becoming an important insecticide, is a by-product of phosphate mining. The Bureau of Chemistry and Soils of the Department of Agriculture estimates that every ton of phosphate rock contains about sixty pounds of fluorine. Since we use three million tons of phosphate rock in the United States each year, it is easy to compute that we will have enough fluorine to kill a lot of bugs annually.

Any number of natural products are suffering from "by product" or from synthetic competition. Thus synthetic nitrogen is a rival of Chilean nitrates. The natural camphor industry, which centers pretty much in Japan, is feeling the inroads of synthetic camphor, which comes principally from Germany. The natural wood industry is feeling the pinch of synthetic lumber. Most of these synthetic lumbers result from the utilization of a waste of some sort.

A popular breakdown of the chemical industry might be made as follows: natural chemistry, synthetic chemistry and by-product chemistry.

Allied Chemical & Dye Corporation, E. I. du Pont de Nemours & Company, and the Union Carbide & Carbon Corporation are about the largest of the natural chemistry organizations, although nearly all corpora-



Indianapolis Department Stores *prefer The News*

Department Stores *know* newspapers. If you had to rely upon only one known fact to determine a newspaper's comparative productivity, you could find no sounder, safer criterion to base your judgment on than that newspaper's relative standing in Department Store advertising.

In 1929, Indianapolis Department Stores placed 56 per cent of *all* their newspaper advertising in The News. During the first 6 months of 1930, they have *increased* that percentage to 58 per cent. Year after year, local Department Stores demonstrate, by the way they place their advertising, that it *pays* to concentrate in The News.



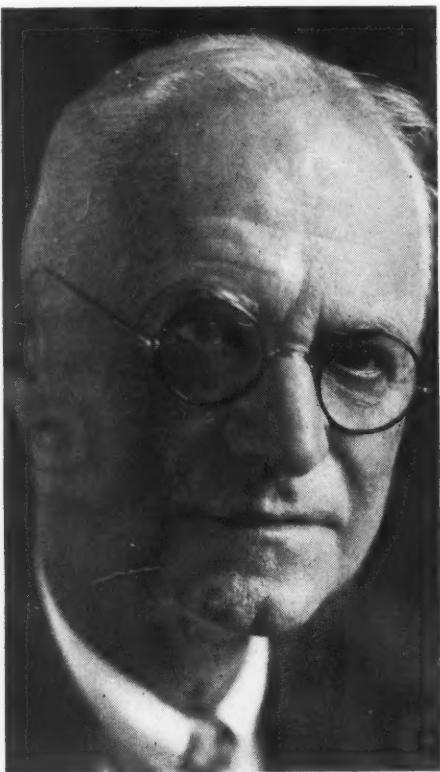
The **INDIANAPOLIS NEWS** *sells The Indianapolis Radius*

Member of the 100,000 group of American cities

New York: DAN A. CARROLL
110 East 42nd St.

DON BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.



U. & U. Photo
The Eastman Kodak Company, headed by George Eastman, has become a leading factor in the production of chemicals by seizing its by-product opportunities.

tions in this field are also engaged in synthetic and by-product chemistry. In this field, it is virtually impossible to stand still or to stick exclusively to the original product or lines. DuPont, for example, started out 128 years ago as an explosive manufacturer. Today it is probably the most diversified manufacturer in the world. At the same time it is still in the explosive business and practically every step it has taken in its development was but a logical advance for a manufacturer in this field to take. The company has eleven major lines. All these are closely related. In fact each succeeding line sprang directly out of its predecessor in the family, all originating directly or indirectly with the first line—explosives. Insofar as possible, the raw materials used in any one DuPont group is made by some other DuPont groups. The company confines its operations mainly to seven basic raw materials. There are sodium, nitrate, nitrogen, hydrogen, sulphur, coal tar intermediates, cellulose, cotton and wood fibre, and glycerin, glycol, ethyl alcohol and the solvent group in general.

The history of the Union Carbide & Carbon Corporation is very much the same. One line led to another until today there are more than fifty

subsidiary companies. The line that these subsidiaries turn out may be grouped under the following seven classifications: calcium, carbon products, oxygen, acetylene, ferro-alloys, cutting and welding equipment, and organic chemicals.

That either by-product or synthetic product development in a business is inevitable is well illustrated by the experience of the Eastman Kodak Company. Its corporate name indicates Eastman's beginnings. It is not until recent years that we heard of Eastman Kodak Company as a chemical producer. In the concern's lines we now see listed such strange products as cellulose, acetate, wood alcohol, lumber, wood preservatives, pitch, charcoal, acetate of lime for lacquers, etc. It is even making a nitro-cellulose container for the American Can Company. All of these chemical materials have sprung logically, one at a time, from the film business.

We could find other good by-product stories in the more-than-a-billion-dollars scrap metal industries, in the petroleum industry and in numerous other businesses, but this list of examples has to come to an end some time and I can think of no better way to end it than to devote the last few paragraphs of this article to Ford.

During the year 1928 the Ford Motor Company turned out the following quantities of by-products:

Coal tar (gallons) 13,552,394

Ammonium sulphate (tons)	17,238
Motor benzol (gallons) ...	13,661,595
Gas (cubic feet)	16,845,232,000
Coke (tons)	1,101,689
Charcoal briquets (tons) ..	15,898
Hardwood pitch (lbs.)	2,827,237
Wood alcohol (gallons) ..	197,406
Calcium acetate (tons) ..	853
Ethyl acetate (gallons) ..	550,408
Portland cement (bbls.) ..	620,075
Slag (tons)	283,210
Plate glass (sq. ft)	14,155,507
Paper (tons)	4,443
Pig irons (gross tons) ..	304,191
Ingots (gross tons)	321,476
Coal (tons)	2,884,728

Part of this huge by-product output results from the sale of surplus production at Ford mines or factories. Part of it is the pure reclamation of waste. For instance, the odd pieces of glass left over after Ford car windows are cut, are converted into glass shelving, door push plates, etc. Ford's wood distillation plant is one of the finest in the world. Chips, sawdust, shavings and other small particles of wood are turned into charcoal and a variety of chemicals. Ford uses a portion of his own by-products, but sells most of them to outside channels. For instance, he sells the gas he does not need to the gas company that supplies the city of Detroit. Large size coke is used in the Ford plants. The small pieces are sold for domestic use. Benzol, methyl and ethyl alcohol are made from garbage by the Ford by-products wizards. Even the begging letters which Mr. Ford receives are converted to some use.

Atwater Kent Holds Dealer Meeting on the Air

To introduce its new model to dealers holding meetings in eighty-seven cities throughout the country, to denote its selling policy by speeches by the president, chief radio engineer and general sales manager, and to demonstrate both to the dealer and to the general buying public selling points of the new model, Atwater Kent Manufacturing Company held a national dealer-consumer's meeting over fifty-six broadcasting stations Tuesday night, from eight to nine o'clock. Ordinarily Atwater Kent has introduced its new model to the dealers at the regular June Trade Show. This year, to gain the two extra months of research in the laboratory, to eliminate the necessity of major executives traveling all over the country to make personal appearances at dealers' meetings, and finally to be able to announce its new product to dealers simultaneously, Atwater Kent held the first dealer meeting over the air

and invited the public to sit in. At the June Trade Show teaser displays in the Atwater Kent booth set ahead the announcement of the new model until August 5. A trade paper campaign continued this mystery copy appeal. Distributors at their meeting at Atlantic City the last week in July were told of the new model. They arranged local dealer meetings in the principal cities for August 5, so that besides the merchandising discussions dealing with local plans, every dealer would be there to listen in for the national broadcast.

As a special feature to demonstrate the high and low notes of the new Golden Voice radio, the orchestra was "taken apart" and each instrument featured.

Previous to this broadcast the August issue of national magazines made a general announcement of the new product. The September copy will carry full details.

IN TIMES LIKE THESE:

SALES MANAGEMENT is a more useful working tool than when business is abnormally good. Alert executives want to know what the other fellow is doing, want to adapt and apply to their own business those ideas which have worked successfully for others.

The editor's mail basket of "thank you's" and inquiries contains definite proof of the increased measure of service rendered by SALES MANAGEMENT, and so do the subscription records of the circulation manager.

He presents this factual proof: in the six months ending June 30th, the percentage of subscriptions renewed reached a higher point than at any period since SALES MANAGEMENT was established as a weekly magazine.

Independent Druggists Seek Lower Costs Through New Drug Chain

The formation of 420 independent druggists of New Jersey into the Independent Druggists' Alliance of America will be the nucleus of a chain expected to total 2,500 druggists at the end of 1931, and over 10,000 stores by 1933, J. Frank Grimes, president of the Independent Grocers' Alliance of America, told SALES MANAGEMENT this week. This new chain of independent drug stores will closely parallel the Independent Grocers' Alliance, which has developed into an organization of more than 9,000 stores, doing a business in 1929 exceeding \$526,000,000. This chain operates in thirty-six states, with from one to 250 stores in 2,870 cities and towns. It is second in size only to the Great Atlantic & Pacific system.

The Independent Druggists' Alliance will occupy the same offices as the Independent Grocers' Alliance, with separate department officers and organization. Heading the new group are J. Frank Grimes, president; L. C. Grobe, treasurer, who is also treasurer of the I. G. A.; W. W. Thompson, secretary, also secretary of the I. G. A.; and William Wagner, general manager, who comes to the Independent Druggists' Alliance from the Walgreen stores.

While the New Jersey independent druggists have been considering cooperation with the Grimes organization since January, it is only this week that activities are sufficiently progressed to announce them, Mr. Grimes said. The I. D. A. already has 420 independent druggists signed up; 230 more are expected to come within the fold before the alliance starts expansion in other territories. Two wholesalers, the New Jersey Wholesale Drug Company and D. Kaltman & Company, Inc., have already become affiliated with the group. Twenty-seven others are expected to join.

According to Mr. Grimes, "the Independent Druggists' Alliance will be a drug product distributing system, and will not go into the drug-making business. The Independent Druggists' Alliance, following the pattern of the Independent Grocers' Alliance, expects to reduce the cost of wholesaling to not over 8 per cent and to

lower the retail overhead 6 per cent. As rapidly as the supervising staff of the Independent Druggists' Alliance can cooperate with the New Jersey druggists, they will endeavor to effect radical changes, all leading to better merchandising methods. While I. D. A. stores will be little department stores, they will stress the professional side of the druggist business. They will sell on a scientific system of mark-up. Lines will be broadened and stocks made more complete, with a trend toward faster turnover. Very particular attention will be paid to the soda fountain department, with each store using uniform formulae. Each I. D. A. druggist will have a complete accounting system, with a national policy on credits and collections.

"Without unnecessary expense, store fronts and interiors will be remodeled to get the most out of the rental and location. Each I. D. A. druggist will be supplied with interior and exterior signs, with the individual owner's name prominently featured. Open self-service display counters will also be stressed.

"To continue the merchandising advantages these changes will give, I. D. A. druggists will be supplied with several services. In the middle of the month every I. D. A. store will receive quantities of colored news broadsides, which may be mailed or given to customers. While the I. D. A. druggists will in no way be restricted in the use of manufacturers' literature for his own direct mail purposes, it is hoped that manufacturers who have effective direct mail campaigns for dealers' use will cooperate with the I. D. A. headquarters and have these campaigns properly distributed to dealers.

"On the first of the month the *Independent Druggists' Alliance Drug News*, a twelve to sixteen-page booklet in colors, will keep the I. D. A. druggists informed of the latest in merchandising developments. Supplementing this is a weekly window display poster service. The I. D. A. druggist will be sent a layout photograph, complete materials and set of instructions for installing his window display. While the contents of these displays are determinable by the mer-

chandising situation, the locality and time of year, manufacturers are invited to contact with headquarters in Chicago, with a view to having their displays routed through this I. D. A. display service.

"Further merchandising cooperation will be given the druggists by means of supervisors operating out of the offices of local wholesalers. One supervisor will contact every twenty to twenty-five drug stores. Every three months the national supervisor from I. D. A. headquarters will visit each store.

"Jobbers affiliated with the Independent Druggists' Alliance will have exclusive territories, with retailers under agreement to buy a definite volume each month, probably about \$500. The \$500 minimum requirement has operated successfully in the case of the I. G. A., with the average grocer giving his affiliated jobber more than \$900 worth of business.

"Because of the success the Independent Grocers' Alliance has found with local newspaper advertising, the Independent Druggists' Alliance will advertise cooperatively in newspapers of each local area every week.

"As to the question of prices," Mr. Grimes said, "the I. D. A. is not expected to take the lead on price-cutting. The decision rests solely with each group in its local area. In fact, headquarters does not dictate items or prices. With the exception of a few national merchandising shots, each local area handles items and prices and merchandising schemes to suit its locality.

"While the Independent Grocers' Alliance has created the I. G. A. label, under which some 320 grocery products are now packed, it has not been decided whether the Independent Druggists' Alliance will follow suit."

Seaman Restricts Activities

In the sale of its Chicago paper merchandise business to the Whitaker Paper Company, the Seaman Paper Company, Chicago, will no longer compete with paper merchants, but restrict its activities to that of representing manufacturers as exclusive paper mills sales agents, selling all lines of papers to paper merchants, large publishers, converters, etc., according to the announcement this week of George W. Seaman, president of the company.

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THOMAS M. KERESEY and DUANE D. JONES have been elected vice-presidents of Lord & Thomas and Logan, at New York. Mr. Keresey was formerly director of publicity and advertising for the International Mercantile Marine Company, and at one time associated with Thomas F. Logan, Inc.; Mr. Jones has been with the company since 1923, for the past year as manager of the Los Angeles office. . . . KATHLEEN GOLDSMITH, for the past eight months director of sales promotion for Cheney Brothers, has resigned to devote more time to publicity accounts of her own office, opened last November as public relations counsel. As outside consultant she will continue to render publicity service to the company. E. KENT MITCHELL, head of the market analysis department of Cheney Brothers, will be acting head of the sales promotion department. . . .

BENTON G. L. DODGE, for the past nine years vice-president of the Richardson-Briggs Company, has joined Meldom & Fewsmith, Inc., Cleveland. . . . HARRY K. RANDALL, until recently advertising manager of Silver-Marshall, Inc., Chicago radio manufacturer, is now on the staff of Evans Associates, Inc., advertising agency there. BURTON BROWNE, formerly in charge of sales promotion, succeeds him. . . . EMERSON W. BREWER, at one time with Langdon-Rand, Inc., and H. W. Kastor & Sons, and more recently with Street & Finney, and RICHARD H. MACKAY, for some time with Ruthrauff & Ryan, Inc., have joined the Charles C. Green Advertising Agency, Inc., New York—Mr. Mackay, the art department. . . . EARL H. SWANSON has resigned as advertising manager of the Gisholt Machine Company, Madison, Wisconsin, to join Dean W. Geer Company, Oshkosh agency. He was at one time with the Sando Advertising Agency of Indianapolis, and Cramer-Krasselt Advertising Company, Milwaukee. . . . REGINALD VACHA, artist, is now with Jay E. Maish Company, of Marion, Ohio. . . . FRANK W. ATHERTON has joined the sales staff of the McCandlish Lithograph Corporation, Philadelphia. His headquarters will be at Detroit. . . . KENNETH C. BOWMAN, for the past several years assistant to the president of the Gifford-Wood Company, Hudson, New York, is now general manager and comptroller of the Dock & Coal Company, Inc., Pittsburgh, wholesalers and retailers of coal, grain, feed, building materials, gasoline and oil, operating twelve plants in Eastern New York state. . . . W. W. SHAW, until recently sales manager, and F. S. CRAMER, production manager of the Britton Printing Company, Cleveland, have formed the Shaw-Cramer Company, there, specializing in the planning and production of direct mail advertising and other advertising printing. . . . SAM M. LEVY, for the past seven years with the New York office of the H. K. McCann Company, has been made advertising manager of the Greensboro, North Carolina, *Daily News* and the *Evening Record*. . . . J. W. SANGER, president and general manager of S. S. Koppe & Company, Inc., New York, international publishers' representatives, has just returned from a three months' business trip to Europe.

"Re-action Most Favorable" says Story & Clark Piano Co.

R. A. Burke, Sales Manager, Story & Clark Piano Company, Chicago

Thousands of Autopoints are given away by this concern. They help produce business.

FOR many leading firms in widely diversified lines, the Autopoint Pencil has proved its value as a sales-builder. The Story & Clark Piano Company is one of these.

"We have purchased and given away thousands of Autopoint Pencils", says R. A. Burke, sales manager. "Our travelers carry them constantly when out on the road, distributing them, imprinted with our firm name, to our dealers and salesmen and often to employees of our dealers.

People value it

"There is something about the Autopoint Pencil that causes people to keep it, use it and appreciate it, preferring it to all others, and we have had numerous requests for replacement whenever they are lost and mislaid. Everywhere the reaction has been most favorable."

Perhaps the experience of this leading piano manufacturer will suggest a way that you may use Autopoints to help build your business. Whatever your line, we



are sure there is a sales plan among the many developed by Autopoint for its customers that will fit your business. Ask us.

A complimentary pencil

To show you just what an Autopoint is, and why users like it, we'll send you a complimentary pencil imprinted with your firm's name. There is no obligation whatsoever in this offer. But it is made because we hope to interest you in using this pencil as a sales aid.

Send us your name and address on the coupon below. Enclose your letterhead or business card, please.

FREE
to Executives—an Autopoint Pencil imprinted with your firm name. See coupon.



Autopoint

The "Better Pencil" Made of Bakelite

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "topheavy."

Autopoint Co., 1801 Foster Ave., Chicago

Attach business card or letterhead For Executives Only

AUTOPOINT COMPANY

1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

SM 8-9-30

Name.....

Firm.....

Title.....

Address.....

Majestic Plans 4,000 Units Daily of New Electric Refrigerator

Manufacture of its long-heralded electric refrigerator will be started by the Grigsby-Grunow Company, makers of Majestic radio, on August 15. An official of the company told *SALES MANAGEMENT* this week that signed orders have been received for more than half a million units.

Plans call for a working force of 5,000 men in the refrigerator plant by September 1 and the schedule laid out means production of 4,000 units a day for a year of 300 working days. The refrigerators will be manufactured by Majestic Household Utilities Corporation, organized as a separate branch of the parent company. Sales will be handled through the forty distributors now selling Majestic radios. These are in close contact with 11,500 Majestic dealers. It is believed that approximately 7,000 of these will be in position to add the refrigerators to their line. Hays, McFarland & Company, Chicago, the agency placing Majestic radio advertising, will handle the refrigerator account.

Newspaper advertising will be used chiefly in the Majestic refrigerator campaign, while some outdoor space will be bought to tie up with the newspaper space. At the advertising offices of the company it was said nothing could be given out at this time in regard to the appropriation. Two sizes of refrigerators will be manufactured from the start, one five and the other seven cubic feet of refrigerating space. The box will be of the flat-top type and the refrigerating unit will be in the top above the food space. The unit will stand on legs with "broom-high" room beneath to aid in sanitation. The box will have a single door and will be delivered opening either at the right or left side, according to requirements of the buyer. No price has been announced, but the early rumors that it will sell for less than \$100, it is said, are incorrect. The official speaking said:

"On September 1 we expect to be one of the biggest manufacturers of electric refrigerators in the United States. We are venturing a prediction that our entrance into the refrigerator industry will do what we did to the radio industry—cause a sharp lowering of prices among all competing lines."

In this connection it might be remembered that prior to Majestic's entrance into the radio business the radios ac-

cepted generally by the public cost from \$200 up. Majestic brought out in the beginning two models priced at \$137.50 and \$167.50. This may indicate somewhat the prices that may be expected in the refrigerator field. Following the precedent established by Majestic radio a feature of the plan for selling Majestic refrigerators will be "home demonstrations." The refrigerator will be light, it is said, in comparison with most other models, and will lend itself readily to being placed in homes on trial.

"The rotary type of motor will be used," said the official. "The mechanism will be hermetically sealed in a bell-shaped oil housing and is lighter than the unit used by some of our strongest competitors."

"Cold control will be one of the features. Though we believe we have a trouble-free unit, we have added a trouble signal. This is a round jewel-like glass disk directly under the cold control. If the mechanism for any reason fails to work a red light will flash."

"Eighty-four ice cubs will be frozen at a time and cubes can be frozen in eighty minutes."

"The cabinet will be made of steel finished in white enamel."

Gillette Launches British Campaign for New Razor

Seven national, thirteen provincial and nine trade papers are being used to launch the new Gillette razor and blade on the British market. The national papers cover a circulation of 10,500,000 and the provincial papers 2,850,000. The initial announcement campaign is concentrated within a period of six weeks, the complete campaign, however, running into October, when the whole appropriation will be reconsidered and reissued. Because of the lawsuit now in progress in this country, it was thought inadvisable to run two sets of advertising copy—the appeal to the British public being almost identical with the American appeal. Layout has been adopted to suit circumstances and language to avoid Americanisms.

Formerly the price of Gillette razors had considerably varied, not only according to model but also from time to time. The new razors are all priced at \$1.25, though it is intended to bring out a special de luxe Christmas gift model later in the year.

Standard Oil and Allies to Sell Tires at Filling Stations

The sale of automobile tires at low prices, with free service and a year's guarantee, will commence next week at the filling stations of the Standard Oil Companies of New Jersey, Pennsylvania, Louisiana, the Beacon Oil Company, and the Imperial Oil Company of Canada, F. H. Bedford, Jr., director of the Standard Oil Company, responsible for the new plan, announced this week.

"Atlas" is the brand name of the tires to be sold by the oil producers' filling stations, as well as by any independent dealers who care to purchase them at a regular discount for resale.

The tire and oil circles are afloat with rumors that the Shell Union Oil Corporation and the Texas Company, the other two producers which own their own chain of filling stations, will plan the sale of tires.

George H. Doran Joins Hearst Organization

George H. Doran resigned this week as vice-president of Doubleday, Doran & Company, New York publishers, to become associated with the Hearst publishing organization in the capacity of "ambassador," giving special attention to contacts with foreign writers. Mr. Doran still retains his stock in the publishing house. He was the founder and president of his own business, the George H. Doran Company, until 1927 when he merged with Doubleday, Page & Company, forming the present Doubleday, Doran & Company.

John A. Spooner to Direct Viscose Merchandising

John A. Spooner has been appointed merchandising director in charge of sales promotion, advertising and publicity for the Viscose Company, New York, succeeding Chester C. Bassett, Jr., resigned. Mr. Spooner's knowledge of textiles and merchandising problems covers an association with F. U. Stearns & Company, a period in which he was in business for himself—representing two English mills—and as an agency account executive.

Frederick J. Koster, formerly president of the California State Chamber of Commerce, has been elected chairman of the Grape Control Board, Ltd., in charge of the entire grape industry of California under the Federal Farm Board plan.

To Spend \$1,500,000 on Pan-Pacific Travel Promotion

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To spend \$1,500,000—\$500,000 a year for the next three years—in order to "sell the Pacific Coast, the Hawaiian Islands and the Philippine Islands," is the purpose of the newly formed Pacific Travel Association, under the presidency of Captain Robert Dollar and his son, R. Stanley Dollar, as chairman of the organizing committees, to function, respectively, in Canada, Washington, Oregon, Northern California and Southern California.

D. H. Lawson has been appointed temporary secretary, and the management committee comprises Paul Shoup, Southern Pacific; Harry Chandler, Los Angeles *Times*; R. Stanley Dollar, Dollar Steamship Line; W. P. Roth, Matson Navigation Company; Frank Robinson, Union Pacific System, and J. C. Ainsworth of Portland.

While the general idea of cooperative Pacific Coast promotion is not new, the formation of an association came to a head when the volume of traffic began to shrink appreciably several months ago. According to a statement by Don Thomas, manager of the All-Year-Club of Southern California, of the 434,000 Americans visiting foreign countries during 1929, 87 per cent were trans-Atlantic and only 13 percent trans-Pacific and Hawaii passengers.

Ford-Isotta-Fraschini Tie-up Nearly Completed

Negotiations between Ford and Isotta-Fraschini are about to be concluded whereby the new Ford Model A will be manufactured in the Isotta-Fraschini works at Milan—the Ford company acquiring the rights to manufacture the Isotta-Fraschini aviation engine in America.

The new car, to be called Ford Isotta-Fraschini, will sell at about \$700, sharing with Fiat the low-priced car market. The new Italian tariff excludes any other low-priced car being imported.

The reorganized capital of the Isotta-Fraschini Company is to be held as to 51 percent jointly by the company and the Italian Commercial Bank, which will finance the instalment plan sales of the cars, the remaining shares, amounting to \$5,000,000, to be held by the Ford company. Negotiations have been conducted through the London Ford Company.



HOUSTON as an Industrial Center

Houston is the fourth port in the nation in point of total foreign commerce. Eighteen railroads, representing a fourth of the entire nation's railroad mileage, expanding national highways, an airport and adequate waterside terminal warehouses combine to make Houston the great new terminal city of America.

The welfare of Houston as a market for nationally advertised products is assured by the payrolls of many hundreds of industries now successfully operating here.

**THROUGH THE USE OF THE
ADVERTISING COLUMNS OF THE
HOUSTON CHRONICLE YOU CAN
SECURE YOUR SHARE OF THE
LARGE VOLUME OF BUSINESS
THIS MARKET AFFORDS NAT-
IONAL ADVERTISERS.**

THE HOUSTON CHRONICLE Houston's Major Medium

HOUSTON
"Texas Largest City"
JOHN M. BRANHAM CO. National Representatives

Editorials

ASHRINKING UNDERWORLD: Advocates of reasonable honesty in advertising will learn with satisfaction of some recent Federal Trade Commission activities, however they may feel about the court decision reported last week questioning the commission's right to sit in judgment as censor of advertising. Clearly there should be a way of stopping the practices dealt with. In the case of a toilet preparation, for instance, it is surely reasonable to require discontinuance of public statements implying that it is sold for a price that affords no profit to the vendor when as a matter of fact nothing of the sort is true. In the public interest also is an order which checks the habit of putting out untruthful claims about the medicinal value of certain tablets, discourages the circulation of false testimonials and requires public declaration of the transaction when payment is made for favorable opinions used in advertisements. . . . The significant thing about news of this sort is that it makes little noise. Everyone now takes for granted that gross misrepresentation in advertising can no longer be indulged in with complete impunity. But no feat of memory is needed to recall very different conditions, when everyone said fraud in advertising should be suppressed and no one did anything about it. The Federal Trade Commission may be highhanded on occasion, but the work it has done in cleaning up the underworld of advertising is wholly commendable.

TRADING AND MORALIZING: At a time when foreign trade is engaging a good deal of anxious attention—with Canada turning to a new government committed to erecting a tariff wall against the United States as a comeback for a similar barrier put up by us against Canada, and Europe talking of establishing quotas for American automobiles—the debate over our trade relations with Russia assumes a character of very practical interest. For this reason it is worth quoting a remark on the subject made by the *New York Times* Moscow correspondent in a well considered letter dealing with the "Red menace." He says: "Personally, I consider that 'the Communist menace' in America, or Britain for that matter, is preposterous nonsense, and to allow it to interfere with business is well-nigh criminal imbecility." This somewhat emphatically expressed judgment, published in a journal which certainly cannot be suspected of radical leanings, is based largely on faith in the strength of American institutions and their ability, as rooted in the minds and hearts of our people, to withstand attack, in-

sidious or otherwise. . . . It has a solid foundation also in the trade between Russia and the United States. Our exports to Russia last year, according to Soviet authority, amounted to \$138,000,000, \$24,500,000 more than in 1928, and purchases by the Amtorg in this country so far this year are put at \$70,000,000. We could well afford of course to throw away this outlet for our goods rather than trifle with our most precious possession, American solidarity. To lose so much trade merely because of doubt of the firmness of our system of living would be, to say the least, an unnecessary sacrifice.

TIRES VERSUS TIRES: Characteristic of the times is the action of five big oil companies gathered around Standard Oil of New Jersey in entering the retail field as distributors of tires through their filling stations. The reasons given are twofold. One is the example of the big mail order houses, the largest of which is said to do a tire business of between \$35,000,000 and \$40,000,000 a year. The main incentive avowed, however, is economic—the urge to take full advantage of the facilities provided and so reduce overhead by charging it against a larger volume. . . . This is understandable. As long as producers find profit in selling their own output to consumers, the movement toward integration of that sort is likely to continue, regardless of old ideas about the separation of unrelated functions of business. Less easy to accept as promising of money reward is the policy of tire makers in agreeing to supply such outlets with their products bearing brand names of the dealer companies and to be sold at reduced prices in competition with established brands of these manufacturers. . . . If the filling station tires are to be put forward as inferior goods offered to those who want to pay less than standard prices, there may be sound reasons for extending business by making tires for every purse. If, on the other hand, filling station tires are to be sold in the role of just as good as any others, then none but a determined optimist in such matters can discern the advantage of this arrangement to an industry already suffering from the effects of questionable merchandising methods. . . . To the outside observer it would seem as though this was adopting substitution on the homeopathic principle that like cures like, with an important modification, however, namely, that instead of using a little of the same, the tire manufacturers are using a lot. Is it a case of cure or kill?

Trip-to-Europe Prize Spurs Curtiss Salesmen

(Continued from page 200)

One feature of the contest that spurs our men on to be the winner is that during his eight weeks' vacation in Europe, his salary and commissions will go on just the same. Further than that, he will be permitted the privilege of selecting a man of his own choice or acquaintance to cover his territory during his absence, at the company's expense.

Our traffic manager, on July 21, wrote several of the large hotels abroad, explaining the contest and requesting foreign labels usually put on the baggage of guests, to distribute among the salesmen.

On July 19, we made the formal announcement of the contest to a group of our men at a luncheon meeting in Chicago, and the entire program carried out the idea of a European trip. A liner about ten feet long and an exact replica of a larger ship, was displayed along one side of the dining-room, with miniature flags of all the countries to be visited.

The menus were headed "Bon Voyage!" and were entirely in French. The ice cream was molded in the form of a ship with flag decorations. July 26 found twelve more men at a similar meeting in Chicago and get-togethers of his kind will be held throughout the country for the duration of the contest.

We have arranged our New York meeting in a rather unusual manner. Through the courtesy of the steamship line over which we ship quantities of our products, we have been privileged to hold our August 10 meeting at a special banquet given aboard the liner. The contest idea will be carried out in table decorations and service and the men will be allowed a minute inspection of the ship, to acquaint them with what comfort will be theirs if they are fortunate enough to win.

Boston Starts Campaign

A newspaper campaign, to be run exclusively outside of New England, in the interest of the industrial and commercial development of Boston, is being planned by an advisory council appointed last week by Mayor Curley. Members of the council include Alden H. Kenyon, Henry Humphrey, Harold Thurlow, Louis Glaser, Harry Marks, Franklin P. Shumway, A. H. Greenleaf, Major P. F. O'Keefe, S. A. Conover, George Wiswell, Lester Hawes, John F. O'Connell, A. H. Wood, Tilton S. Bell, J. J. Borgatti and Frank W. Prescott.

Keystone Motorist, Philadelphia, have appointed Neville & Hitchings as their national advertising representatives.

New Executive Training Courses

FOR \$5,000 MEN WHO WOULD LIKE TO MAKE \$10,000

New Booklet Gives Facts

A COMMON-SENSE METHOD FOR INCREASING YOUR EARNING POWER

No forward step in the history of the Alexander Hamilton Institute has brought such an amazing response as the announcement of these new Courses.

In the few short months since their inception, many thousands of men have written asking for the details. Of these, 55% are corporation presidents, general managers, vice-presidents, secretaries or treasurers; 32% are department heads; 13% are younger men in businesses large and small.

Just what are these new Courses? Why have they aroused such interest?

Some salient facts

These Courses are the condensed experience of the best business brains in the country (see list of famous contributors at the right).

They are prepared to help men meet and master the changed business conditions of today. Almost anybody could make money in 1929, but only the better-trained few are going to make it in the years just ahead.

They are so up-to-date, so new, that the final sections are only just now coming off the presses.

They are so practically arranged, that if a man is not yet qualified for the broad, all-round training of the Modern Business Course and Service, he can still apply for practical training in Finance Management, Production Management, or Marketing Management, until such time as he is ready for the complete Course.

Let us assume that you earn \$5,000 a year. You would like to double your earnings. Would you be interested in a clear, simple, sensible plan of inter-

esting reading that would equip you to reach the \$10,000 mark sooner?

Such a common-sense way of increasing your earning power does exist. Before sending for the booklet describing this plan, read these

Two paragraphs for Sceptics

Is a training plan worth investigation which numbers among its contributors such outstanding figures as these?—Joseph P. Day, the real estate wizard; Hon. Will H. Hays, President Motion Picture Producers and Distributors of America, formerly U. S. Postmaster General; Bruce Barton, Chairman of the Board, Batten, Barton, Durstine & Osborn; John T. Madden, Dean, School of Commerce, Accounts and Finance, New York University; Dr. Julius Klein, The Assistant Secretary, U. S. Department of Commerce; George Baldwin, Vice-President General Electric Company; Hubert T. Parson, President F. W. Woolworth Company; David Sarnoff, President Radio Corporation of America.

Is a training plan worth investigation which has among its subscribers literally thousands of men who have made such records as these?—

Subscriber A. Was Works Engineer at \$4,200. Now Vice-President and General Manager at \$18,000.

Subscriber B. Was Manager at \$3,500. Now Regional Manager at \$15,000.

Subscriber C. Was Production Manager at \$4,800. Now President at \$21,600.

Subscriber D. Was Production Manager at \$2,400. Now General Manager at \$8,400.

Subscriber E. Was Business Manager at \$2,400. Now General Manager at \$20,000. (Names on file at Institute headquarters).

Send for the Complete Announcement

To able, ambitious men who want earnestly to distinguish themselves in business, this training is a real, tangible help. Just how it helps, and how you can put it to work for your own progress, is explained in a new booklet called, "What an Executive Should Know."

A copy will be sent you by mail, free, if you will simply mail the coupon.



To the Alexander Hamilton Institute, 337 Astor Place, New York City

(In Canada address Alexander Hamilton Institute, Ltd., C. P. R. Bldg., Toronto). Send me, without obligation, the new booklet, "What an Executive Should Know."

Name _____

Business Address _____

Business Position _____

Type of Business _____

Alexander Hamilton Institute

The Private Brand— Bombshell or Dud?

(Continued from page 197)

It is significant that, for about twenty years, one of the two national associations of wholesale grocers has been advocating the adoption of private brands by its members. Since the rapid expansion of chain stores, this association has been more energetic in its campaign for private brands and not long ago its president said that the stand of his organization on the subject was the inevitable result of discrimination and unfair practices on the part of manufacturers of standard goods. He added that the manufacturers could expect a rapid increase in the competition of goods under the private labels of wholesalers as long as they granted concessions to mass buyers and allowed their specialties to be made loss leaders by the chain stores. And he further explained that wholesale grocers, like all other business men, must make a profit to continue in business, and that it is now practically impossible for wholesalers to distribute profitably a great many nationally advertised specialties and lines in the grocery field.

Deterioration of Quality

A prominent company executive familiar with the condition expressed a somewhat pessimistic view. He pointed out that the advertising of private brands, both locally and nationally, might have a tendency to destroy the confidence of the public in all advertised products, explaining that price had been the principal factor in bringing about the movement, and that price would certainly cause a serious deterioration of quality, with very few exceptions, in all privately labeled merchandise.

He mentioned a large wholesale house that has made an exceptional success for many years with a line of high quality goods under its own brand, and said that the company is now planning to reduce the quality of a number of items to meet the price competition of other private brands. In the event, he continued, that manufacturers of advertised, standard brands reduce prices to meet the competition of privately labeled specialties, the demoralization will require many years for recovery. And he strongly urged that national advertisers stand pat, take their losses while they reorganize their merchandising and re-establish their policies, uphold their quality, educate the public, and

allow the inevitable reaction to kill the movement. Otherwise, he contended, the condition in the industries most involved will drift into chaos, also that the time necessary to solve the problem will depend on the alertness and the degree of intelligence displayed by those most affected in counteracting the movement through promptly readjusting their own policies (or lack of them) and thoroughly explaining the principles of economic merchandising to the public.

Unquestionably, the business of many national advertisers is becoming extensively involved in the movement, and few of them appear to be awake to the cause and its seriousness. It appears that the return from many millions of dollars invested in national advertising is jeopardized, and that, in increasing measure, the finest of sanitary equipment and huge investments in model factories are required to meet the competition of makeshift plants and cheap labor.

Lack of Cooperation

While all of the contributing causes of the present movement are difficult to determine, there is no doubt that distrust and an almost complete lack of cooperation between the factors of distribution are largely responsible. Not many weeks ago, for instance, the president of a large chain system expressed antagonism toward manufacturers in his industry and showed a considerable degree of ignorance of their problems of distribution. He said that the cause of the private labeling of his organization was the demoralization of national brands due to the price-cutting of his competitors. This he blamed on the manufacturers of standard goods, claiming that some of them encouraged price-cut competition between chains to swell their volume, and that the manufacturer was a rare exception who attempted to establish and maintain a one-price policy.

This chain operator readily admitted that he pressed manufacturers for special quantity discounts, rebates, advertising allowances and all other forms of concessions, claiming that it was necessary to procure every possible discount, because of loss leader competition, in order to break even on the goods. He mentioned at least a dozen nationally advertised brands on which he claimed it is impossible

for his stores to make a profit, and said there are many others.

Curiously, a high official of one of the largest so-called voluntary chains gave much the same reason for the drift of his organization into the special label field. He explained that he had labored for several years with leading food manufacturers in an attempt to convince them that their merchandising methods would react against them. Claiming that a number of the most prominent national advertisers in the industry discriminated against the independent retail organizations, regardless of the quantities purchased, and in favor of the chains, he insisted that his organization had been forced, not only to adopt its own brands, but to advertise them extensively.

As to the economic soundness of the private label system this official expressed doubt, and said that the ideal method of distribution was from manufacturer to wholesaler to retailer, under the manufacturer's brands. However, with conditions as they are, he insisted that the only alternative of his association was to adopt and energetically merchandise cooperative brands, manufactured for and distributed exclusively by the membership.

Government Investigation

Because the interest of the public is seemingly involved, it is hoped by some that the Government will investigate the movement. Several prominent manufacturers, it is said, have petitioned the Department of Commerce to determine the extent of private labeling and to report the facts regarding the growth of the present movement.

However, whether the Government or industrial interests undertake an investigation, it will be many months before the findings can be published. In the meantime the importance of the subject demands the fullest possible disclosure of all available facts and authoritative opinion, and for this reason SALES MANAGEMENT has undertaken an inquiry with a view to presenting facts and data on all phases and on both sides. As rapidly as this material can be gathered and reported on, a series of articles will be published on the subject in this magazine. These will include interviews on all possible phases of private labeling with leading economists, manufacturers, bankers, chain operators, officials of voluntary chains, publishers and others. Our readers are invited to contribute their ideas and to tell about their own experiences.

Kuppenheimer Sells More Clothing with Dealer Helps

(Continued from page 200)

man calls on a dealer at his store, the kit is easily carried. When he sets the kit on a dealer's desk, he has the complete series of helps right there, all uniformly arranged, indexed and accompanied by complete instructions for use, as well as by prices.

"We have provided the best and most complete series of dealer helps we possibly could and we are doing all we possibly can to get dealers to use them," Mr. Stroud said.

"We know they do help, because we have abundant evidence of the fact, both from dealers and from our own salesmen. That our dealers appreciate them and find them really helpful is evident from the fact that 95 per cent of them now use some of the helps and they are ordering 60 per cent more this season than last. They will use approximately five million pieces of direct-mail alone this year.

"Our salesmen find them helpful also. About 75 per cent of them are thoroughly sold on the plan and the others are gradually becoming convinced that it is helpful to them as much as it is to dealers. It's just the old principle of the manufacturer's sales depending on his dealer's sales.

Converted to Dealer Helps

"Just recently one salesman who has been with this house for twenty-five years came in and voluntarily announced that he had changed his tactics. About six months before, he said, he had begun selling dealer helps and the results had been so satisfactory, he had reached the conclusion that if he sold his dealers on these helps, the clothing would sell itself.

"In another case we had tried two different salesmen in one territory in two years and they had both been unsuccessful. We put another salesman in that territory who had never sold an advertised line before. He was enthusiastic over our advertising and dealer helps from the first and he went to exceptional lengths to supply his dealers with these and other helps which he secured from various sources. In a very short time he has stepped up that territory to the highest volume it has yielded since the war.

"If dealers can sell a large volume of goods, they will buy a large volume without undue selling effort on the part of the manufacturer's salesmen. We are trying to help dealers sell a large volume of goods."

84 1/0

Increase in retail business in 4 years...

You can understand a figure like that when you understand that 25% of Fort Worth families earn incomes of \$1,800 or more per year—more than double the national average! Spendable income makes retail business. Average spendable income in West Texas is \$200 higher than the average for the country.

The best place to sell is where people have the money to buy. You reach not only Fort Worth, but wealthy West Texas—\$750,000,000 new wealth every year—through one paper that 125,000 families swear by and buy through. First in national lineage, 1929, naturally. Test your plans for the Southwest in Fort Worth—with the Star-Telegram and Record-Telegram!

1ST . . . in
national lineage
1929.

Net Paid Circulation
Daily or Sunday 125,000

FORT WORTH STAR-TELEGRAM
Fort Worth Record-Telegram

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-Pres. and Adv. Director
Charter Member, Audit Bureau of Circulations

BURKHARDT



VISUAL-SELLING EQUIPMENT

Display binders for every need—from pocket size to three feet high. Standard sizes carried in stock for immediate shipment; special sizes to order. Insist on the original Burkhardt design.

Booklet Free

"Selling through the Eye"—a brief outline of the principles of visual selling; also illustrates and describes Burkhardt single and double-vision display binders. Copy free to Sales and Advertising Executives.



The Burkhardt Company
Burkhardt Bldg. Detroit, Michigan

Radio for Results

Number 9

WHO?

The manufacturer of a nationally distributed and well-rounded line of dairy products says, "Radio is here as another dimension of advertising, not to supplant any other medium but to definitely tie it in with a well-rounded magazine and newspaper program. We receive an average of over 1,100 requests every week from the radio audience for our recipe book."

The complete story may be secured from

SCOTT HOWE BOWEN, INC.

National Representatives of Radio Stations
274 Madison Avenue New York City
CHICAGO DETROIT BOSTON

Five Sales Problems We Licked with Industrial Advertising

(Continued from page 202)

Each salesman is expected to service about 80 to 90 per cent of his customers unless repairs or engineering advice are so technical that a special man kept at constant readiness at the plant must furnish his aid. About 85 per cent of the business is repeat. Half of the orders that come through are picked up by the salesman. The remainder come by mail to the branch offices or factory headquarters. All orders from a territory are credited to it regardless of how they come in. While salesmen's salaries have gone down from 6 per cent of the volume total in 1923 to 5.6 per cent in 1929, the salesmen, due to increased volume and the different bonus plans, are earning two or three times as much now.

Mailings to Large Industrials

About 60 per cent of the company's business comes from large industrials and power plants of public utilities. The medium-sized customer is responsible for 20 per cent and the small customer, averaging two H.R.T. boilers, brings in the remainder. The selectivity of prospects is left to the salesman, though only the power plant with over 500 H.P. rating is put on the prospect list to receive mailings.

Products of the Yarnall-Waring Company are bought by superintendents, mechanical engineers and chief engineers and are sold either as standard equipment for new boilers or for old boilers when valves become leaky or otherwise obsolete. In about 35 per cent of the cases boiler manufacturers specify and equip their boilers with Yarnall-Waring valves. Aside from the direct engineering contact with the production and designing staffs of these boiler manufacturers, their salesmen are kept informed of Yarnall-Waring products and company developments by periodic mailings.

The sales and product set-up is interpreted to the buying public by two advertising appeals in leading power plant publications. The primary appeal is copy which points out the success of Yarnall-Waring installations. The secondary theme brings out the unique construction of the products. Two publications carry the advertising messages in double spreads and full pages run in others. Half of the appropriation is used in business papers; the remainder is divided equally

among catalogues, circulars, reprints, advertising preparation costs and agency fees.

New products are being introduced from time to time and a large share of advertising money is devoted to them. The first half-year a new water column and gauge was introduced, 40 per cent of its sales volume was spent in advertising and 20 per cent the second half of the year. This year, the second for this product, its appropriation, while the same in dollars, has been cut to 14 per cent of estimated total volume.

For products on the market longer, advertising costs in percentage of volume secured are steadily declining. Likewise, sales costs are decreasing. The table below shows this. The increase in advertising costs shown on this table is due, of course, to the high expenditure to introduce the new products. Figures are given only from 1922 on, because the War and post-War conditions were unstable.

	Percentage advertising expense on total volume.	Percentage of cost of direct selling on total volume.	Percentage of cost of selling on total volume.
1922 ...	7.7	22.2	29.9
1923 ...	5.8	21.0	26.8
1924 ...	6.9	21.7	28.6
1925 ...	8.3	20.8	29.1
1926 ...	8.5	19.3	27.8
1927 ...	9.4	20.0	29.4
1928 ...	9.7	18.7	28.4
1929 ...	10.2	18.7	28.9

*Includes salesmen's salaries, expenses and bonuses and other home office selling expense.

During this period sales volume increased quite steadily, about 10 per cent each year, and in 1929 the increase, 31 per cent, was unusual.

Armstrong Gives Dealers "Five Star Plan"

(Continued from page 201) it is followed by three pages which carry the illustrated story of Armstrong floors in the home. The piece is printed in two colors.

The second mailing includes a folder to be sent to business and professional prospects. It both illustrates and describes the use of linoleum as permanent floors in professional offices, stores and public buildings.

The third mailing consists of an interesting folder and a sales letter. The letter is processed on the dealer's stationery and is addressed to the entire list. If the dealers prefer, the advertising department of the company offers to fill in, address and attend to all details of the mailings at a nominal charge to cover actual cost. This is especially for those retailers who want to use the plan but who do not have the facilities to handle the mailings conveniently.

Every retailer who accepts the proposition is furnished with a Star Sales Kit for the purpose of store selling and following up prospects with personal calls. In this work, the fifth point of the plan, all dealers are urged to maintain prices, and to focus their selling effort with sound merchandising methods on the twelve patterns selected.

Lithographs of these patterns are furnished free to dealers who send in the stock numbers of their selections, also samples which show the quality and gauge of the goods. These are an important part of the sales kit which, besides the items mentioned previously, also includes fifty copies of a booklet for the salesman to leave with prospects called on, a copy of the "Armstrong Portfolio of Interiors," which presents beautiful reproductions of photographs of installations of Armstrong's linoleum, and a copy of Hazel Dell Brown's book, "New Ideas in Home Decoration."

Suggests Color Combinations

With the pictures of beautiful and artistic interiors the salesman can suggest suitable color schemes and show them with illustrations in full color, and the material instantly overcomes the hesitation about using linoleum because of a lack of knowledge of color combinations or of realizing just how certain combinations will look. The story of how easily linoleum can be installed and how easily it can be kept clean and bright is interestingly told, and the salesman is given the opportunity of making a complete and orderly presentation in every instance.

In planning color schemes for any kind of floor for any purpose, the plan places at the disposal of all dealers the Armstrong Bureau of Interior Decoration. And the dealer's salesmen are furnished with data sheets which, when filled out by the salesman and prospect, furnish the bureau with the information necessary for the color scheme suggestions. These suggestions name patterns of Armstrong's linoleum and show

Percentage of total cost of selling on total volume.

29.9
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28.9

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TO Sales and Advertising Executives who want accurate, down-to-the-minute information about

Daily Newspapers

General Magazines

Foreign Language and

Religious Publications

Farm Papers

Business Papers

Radio Broadcast

Advertising Rates

we recommend that you send for details of a plan which places this Service at your disposal for 30 days without obligation on your part.

STANDARD RATE & DATA SERVICE
The National Authority
536 LAKE SHORE DRIVE
CHICAGO

Mr. Spacebuyer— Do You Know

—that the 1930 census gives Biloxi a population of 14,668 and Gulfport a population of 12,522

27,190

and

—that The Biloxi-Gulfport Daily Herald covers Biloxi and Gulfport like the sunshine and the rain?

—which places the Herald in the class of cities of over 25,000;

—and that the 1930 census gives Harrison County a population of 43,928

—and Stone County a population of 5,703

49,631

—which, with western section of Jackson County and eastern section of Hancock County, amounting to about 6,000

gives a Mississippi Coast trading territory population of 55,631

IN
NEXT WEEK'S
ISSUE

Amos 'n' Andy in Person



OUR insert in next week's issue shows a store display built around these two beloved characters. Of course you'll look for it — every "check and double check" fan will.

It is significant that the Pepsodent Company should come to us for this material. U. S. standards could guarantee the perfection of color reproduction that would catch the whimsy of Amos and the "ponderosity" of Andy, that would make these characters as real in paper and ink as they are over the radio.

To be sure of similar human interest in your color advertising, discuss your problems with the U. S. representative near you.

THE UNITED STATES PRINTING
AND LITHOGRAPH CO.
Cincinnati Baltimore Brooklyn
Service offices in 16 cities

THE DAILY HERALD

Herald Building
Gulfport

Herald Building
Mississippi

Herald Building
Biloxi

actual samples of wallpaper, curtains and paint that will go well with the floor covering.

Besides this complete selling plan the company offers its dealers an opportunity to improve their linoleum departments and the general appearance of their stores. Through the Bureau of Interior Decoration, the offer is made to furnish complete layouts, using panels in which linoleum patterns can be displayed in the most approved manner. "Just send a sketch showing the space you have," the offer reads, "the kind of permanent furnishings, the colors of the walls and woodwork, and any other pertinent information. There will be no charge for this service."

For the purpose of overcoming slack summer business, few selling plans are as complete and promising as this "Five-Point Star" plan of the Armstrong company. It not only gives the retailer a definite and simple plan of stimulating his trade, but it also offers an invaluable means of educating the distributors' salesmen, with the clerks of the retailers, in the soundest kind of merchandising methods.

ACCOUNT Changes

MCCANN COMPANY, Pittsburgh (store purveying all varieties of foodstuffs on a cash-and-carry basis), to Batten, Barton, Durstine & Osborn, Inc., there. Institutional advertising, covering the Pittsburgh territory.

ADDRESSOGRAPH COMPANY, Chicago, Addressograph, Dupligraph, Graphotype and Speedamat machines; O'GARA COAL COMPANY, and MASSEY-HARRIS COMPANY, tractors and farm equipment, both of Racine, to Dunham-Younggreen-Lesan Agency, Chicago.

M. A. NEWMARK & COMPANY, Los Angeles, importers and wholesale grocers, to Smith & Ferris, there. Outdoor advertising at present.

BEARDSLEY & WOLCOTT MANUFACTURING COMPANY, Waterbury, Connecticut, electrical division advertising to Dowd & Ostreicher, Lowell, Massachusetts. Trade papers and direct mail, followed by consumer advertising of Torrid "Bonded" appliances.

GENERAL PHARMACAL CORPORATION, New York, proprietary medicines, to Harold D. Frazee Company, Inc., there. Newspapers.

PELMAN INSTITUTE OF AMERICA, New York, scientific mind training course, to Schwab and Beatty, Inc., there.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.



Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

"GIBBONS knows CANADA"

Toronto	Montreal	Winnipeg	Vancouver	Hamilton	London, Eng.
New York Office	2152 Granbar Bldg.	Thomas L. Bridges	Manager for United States		